

CWTS career policy

Version

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1) Introduction

This document presents the career policy of the Centre for Science and Technology Studies (CWTS) at Leiden University. The policy focuses on the content and scope of the research functions from Researcher 4 to Professor 2 and the project management functions from Project Manager 4 to Project Manager 1. The policy is concerned with development, appointment, and promotion. It offers a shared reference framework for what the different functions entail, and what professional development, appointment, and promotion require. The policy will be reviewed periodically, in consultation with CWTS staff, to evaluate its effectiveness and make any necessary revisions.

CWTS is an institute in the Faculty of Social and Behavioural Sciences (FSW) at Leiden University. FSW is currently developing a new career policy. The career policy of CWTS will be embedded within the career policy of FSW. The CWTS career policy presented in this document is an interim policy that will be in place while the FSW career policy is being developed. Once the FSW career policy is available, the CWTS career policy will be revised to align it with the FSW career policy.

The career policy of CWTS is embedded within broader career policy frameworks at Leiden University. For career-related issues not covered in the CWTS career policy, the relevant policies of the faculty and the university apply. This for instance includes career policies for assistant and associate professors, and various other functions not covered in the CWTS policy. Furthermore, the CWTS career policy does not apply to visiting staff.

The career policy of CWTS offers further elaboration of function profiles in the University Job Classification System (UFO; see Appendix A.2) to the specific context of CWTS. The policy complements existing frameworks and policies, particularly the CWTS time allocation planning policy, the GROW framework, and line management agreements. Concrete articulations of responsibilities and development goals, as well as the time invested in them, are agreed upon in dialogue between staff members and their line managers, for example in GROW conversations, and are translated into time allocation plans.

The document is structured as follows. Section 1.1 briefly outlines the institutional and organizational context within which the CWTS career policy is positioned. Section 2 presents the function profiles adopted by CWTS in the research and project management career lines. Section 3 discusses professional development, promotion, and recruitment. The appendix provides relevant sources and contextual frameworks.

1.1) Institutional and organizational context

The function profiles described in this career policy are defined within a set of interlocking normative and procedural frameworks at national, university, and institute levels (see the appendix for more details). Function profiles at CWTS are based on the UFO profiles, which provide the overarching national framework for academic functions. At the level of Leiden University, functions are situated within Leiden University's 2018 guidelines for academic appointments. The CWTS career policy is informed by the principles of Leiden University's Academia in Motion program (transparency, quality over quantity, societal relevance, and inclusive, connecting leadership) as well as Leiden University's framework for leadership competences (connecting, working together, taking responsibility, and moving boundaries).

At the level of CWTS, all functions are situated within the strategic frameworks and organizational structures that describe the mission and the ways of working of the institute. The functions considered in this career policy operate across three core task domains: Understanding, Intervening, and Practicing. The domain of Understanding concerns activities that focus on developing a deeper and more systematic understanding of the functioning of the research system. The domain of Intervening encompasses activities aimed at improving the research system, for example through participation in Horizon Europe and other projects, through service activities, and through activities such as training, advocacy, and contributions to policy making. The domain of Practicing concerns ambitions directed at improving the ways of working at CWTS, in line with the principle of "practicing what we preach."

2) Function profiles

This section presents the function profiles in the research career line and the project management career line. There is considerable overlap between the two career lines. However, the research career line puts a stronger emphasis on research activities, while the project management career line focuses more strongly on activities related to project coordination and management. Moreover, as discussed in more detail in Section 2.2, a PhD degree is a requirement at higher levels in the research career line. The project management career line does not require a PhD degree.

The research career line consists of five function profiles: Researcher 4 (R4), Researcher 3 (R3), Researcher 2 (R2), Researcher 1 (R1), and Professor 2 (Prof2). R4 and R3 are also referred to as 'researcher' (and R3 sometimes as 'postdoctoral researcher'), R2 and R1 as 'senior researcher' and Professor 2 as 'professor' (or 'full professor'). CWTS does not anticipate having professors at the level of Professor 1.

The matrix in Section 2.3 presents the function profiles in the research career line, describing the expectations of staff members in each function profile. The function profiles are organized in six function domains:

- Scope of responsibility
- Strategy
- Research
- Projects and services
- Organizational culture and processes
- Supervision and mentoring

In addition, each function profile has a degree requirement (Master's degree or PhD degree).

The project management career line consists of four function profiles: Project Manager 4 (PM4), Project Manager 3 (PM3), Project Manager 2 (PM2) and Project Manager 1 (PM1). The matrix in Section 2.4 presents the function profiles in the project management career line. The function profiles are organized in five function domains. These are identical to the function domains in the research career line, except that there is no Research domain in the project management career line.

Function profiles are linked to a salary scale. In the research career line, R4 to R1 progress from salary scales 10 to 13. Prof2 corresponds to salary scale 16. In the project management career line, PM4 to PM1 progress from salary scales 11 to 14.

Staff can move between the two career lines, provided they meet the relevant expectations and requirements.

2.1) Leadership competences

In line with Leiden University's leadership model, every function at CWTS is expected to demonstrate leadership competences: combining analytical and empathetic engagement (Connecting), contributing individually and collectively to shared goals (Working together), making deliberate and timely decisions (Taking responsibility), and striving for innovation and sustainable development (Moving boundaries). Rather than defining leadership competences as a separate domain within a function profile, CWTS embeds leadership competences throughout all domains of a function profile.

Expectations regarding leadership competences scale with the level within the research and project management career lines. At the R4 level, staff are expected to demonstrate and develop leadership competences primarily in relation to their own work and professional development. At the R3 and PM4 levels, this extends to leadership in relation to others. At the R2 and PM3 levels, staff are expected to demonstrate leadership at the level of a team. At the R1, PM2, PM1 and Professor 2 levels, expectations focus on leadership at the level of the institute and beyond. As staff progress in function level, expectations thus shift from self-leadership and collaboration to team- or institute-level leadership.

2.2) Degree requirements

Each function level in the research career line and the project management career line has a degree requirement. For the project management career line, all function levels require a Master's degree. For the research career line, the R4 level requires a Master's degree. All levels above R4 require a PhD degree, reflecting the value of a PhD degree as a certification of experience in developing research questions, working with methods and theory, and contributing to the development of scholarly knowledge.

CWTS recognizes that research expertise develops in diverse ways, including through practice-oriented work, policy engagement, and technical practice. For this reason, CWTS aims to diversify and modernize the requirements for PhD degrees, so that they support diverse forms of scholarship. At the time of writing this policy, requirements for PhD trajectories are being revisited by the Faculty of Social and Behavioural Sciences. CWTS is actively contributing to this process.

As an additional provision to recognize diverse career trajectories, staff at R4 level who demonstrate performance exceeding that level but do not yet hold a PhD degree (and therefore cannot yet be promoted to R3 level) may be eligible for additional financial compensation.

2.3) Researcher and Professor function profiles

	R4	R3	R2	R1	Prof2
Scope of responsibility	Contributes to projects under guidance, developing academic competence, practicing effective self-management, communication, and collaboration.	Works independently on projects, developing a distinct academic focus, and demonstrating leadership in relation to others.	Takes responsibility for the continuity and quality of projects and collaborations, providing team-level academic leadership through a role in coordination, mentoring, and supervision.	Demonstrates institute-level leadership by developing and sustaining coherent and relevant lines of academic work, by taking responsibility for complex projects, strategy, and institutional development, mentoring and supervision.	Shapes and sustains academic programs and long-term directions, demonstrating institute-wide and external leadership by contributing to strategy, strengthening organizational culture, and representing CWTS in senior academic, policy, and societal contexts.
Strategy	Develops an understanding of the relevant team-level strategic priorities.	Contributes to the implementation of team-level strategy.	Contributes to the development and implementation of team-level strategy and the longer-term intellectual and strategic direction of CWTS.	Plays a leading role in the development and implementation of team-level strategy and the longer-term intellectual and strategic direction of CWTS.	Plays a leading role in the development and implementation of the long-term CWTS strategy and in strategic discussions in broader academic and policy contexts.
Research	Builds and applies foundational understanding of relevant research fields, debates, and methods.	Develops research expertise through independent research contributions.	Holds established research expertise, evidenced by developing research contributions, and advises colleagues on research-related issues.	Defines and safeguards research directions within CWTS and advises colleagues on complex research-related issues.	Shapes and consolidates research directions across CWTS and external domains.

	R4	R3	R2	R1	Prof2
Projects and services	Participates in project activities, contributing to defined activities under guidance from more senior colleagues.	Contributes independently to project activities, taking ownership of defined components, supporting project design and improvement, and contributing to analyses and recommendations.	Executes project activities independently, coordinates small to medium-sized projects, and contributes to project and service acquisition.	Executes, leads, and coordinates medium-sized to large projects spanning internal and external collaborations and consortia. Responsible for initiating, acquiring, and accounting for external funding of projects.	Shapes and sustains major long-term projects and interventions in the national and international ecosystem in which CWTS is operating, consolidating the strategic role and impact of CWTS. Responsible for research quality and integrity.
Organizational culture and processes	Engages with CWTS ways of working and contributes to reflections on shared culture and processes. Contributes to an open, safe, and inclusive working environment.	Participates in internal initiatives for the development and maintenance of organizational culture and processes at CWTS. Contributes to an open, safe, and inclusive working environment.	Contributes substantively to internal initiatives for the development and maintenance of organizational culture and processes at CWTS. Helps strengthen an open, safe, and inclusive working environment.	Plays a leading role in internal initiatives for the development and maintenance of organizational culture and processes at CWTS. Actively fosters an open, safe and inclusive working environment.	Plays a key role in setting and sustaining the tone, values, and standards of the academic and organizational culture of CWTS. Acts as a role model in cultivating an open, safe, and inclusive working environment.
Supervision and mentoring		Contributes to supervising or mentoring of R4-R3, PM4 colleagues as well as PhD candidates, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors R4-R2 and PM4-PM3 colleagues as well as PhD candidates, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors R4-R1 and PM4-PM2 colleagues as well as PhD candidates, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors colleagues across all career stages and supports senior supervisory practice. Provides responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.

	R4	R3	R2	R1	Prof2
Degree requirement	Master's degree.	PhD degree.	PhD degree.	PhD degree.	PhD degree.

2.4) Project Manager function profiles

	PM4	PM3	PM2	PM1
Scope of responsibility	Executes and manages projects within well-defined frameworks and plans. Project scope: several smaller projects	Takes responsibility for the continuity and quality of projects and collaborations within well-defined frameworks. Project scope: many smaller projects or one large project.	Demonstrates institute-level leadership by initiating, structuring, and delivering strategically relevant project portfolios. Takes responsibility for complex projects, strategy, and institutional development. Project scope: large projects.	Shapes and sustains strategic project portfolios and long-term organizational initiatives, demonstrating institute-wide and external leadership. Contributes to strategy, strengthening organizational culture, and representing CWTS in senior stakeholder, policy, and societal contexts. Project scope: very large projects.
Strategy	Contributes to the implementation of team-level strategy.	Contributes to the development and implementation of team-level strategy and the longer-term strategic direction of CWTS.	Plays an active role in the development and implementation of team-level strategy and the longer-term academic and strategic direction of CWTS.	Plays a key role in the development and implementation of the long-term CWTS strategy and in strategic discussions in broader academic and policy contexts.
Projects and services	Executes project tasks and coordination, maintains contact with internal and external stakeholders, and assists in planning and proposal development.	Designs and executes projects, leads project teams and project collaborations, manages internal and external stakeholder relationships, and carries out planning and proposal development.	Actively acquires projects, translates strategy into project design, leads and executes large multidisciplinary projects, and manages complex internal and external stakeholder relationships.	Defines project acquisition strategy, builds strategic partnerships, designs and leads program frameworks and strategic direction, and develops organizational capability.
Research	Shows affinity with relevant research fields and methods.	Understands relevant research fields and methods in the context of projects and services.	Understands relevant research fields and methods in the context of projects and services.	Understands relevant research fields and methods in the context of projects and services.

	PM4	PM3	PM2	PM1
Organizational culture and processes	Participates in internal initiatives for development and maintenance of organizational culture and processes at CWTS. Contributes to an open, safe, and inclusive working environment.	Contributes substantively to internal initiatives for the development and maintenance of organizational culture and processes at CWTS. Helps strengthen an open, safe, and inclusive working environment.	Plays a leading role in internal initiatives for the development and maintenance of organizational culture and processes at CWTS. Actively fosters an open, safe and inclusive working environment.	Plays a key role in setting and sustaining the tone, values, and standards of the academic and organizational culture of CWTS. Acts as a role model in cultivating an open, safe, and inclusive working environment.
Mentoring and supervision	Contributes to supervising or mentoring of R4-R3 and PM4 colleagues, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors R4-R2 and PM4-PM3 colleagues, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors R4-R1 and PM4-PM2 colleagues, providing responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.	Supervises and mentors colleagues across all career stages and supports senior supervisory practice. Provides responsible and supportive guidance in alignment with the organizational culture of CWTS. Recognizes that effective supervision and mentorship require considered investment of time.
Degree requirement	Master's degree.	Master's degree.	Master's degree.	Master's degree.

3) Professional development, promotion and recruitment

Staffing decisions at CWTS are guided by two principles: the strategy principle and the career principle. In the case of the strategy principle, staffing decisions are governed by the functions the institute needs to fulfill its mission and its strategic goals. In the case of the career principle, staffing decisions are governed by individual development and progression within the regular staffing formation.

All staffing decisions are made within the boundary conditions of financial sustainability. Financial considerations determine what is feasible at a given moment in time.

This career policy does not cover functions outside the research and project management career lines. For functions not covered by this policy, the CWTS board will make decisions on the basis of the UFO profiles, acting as much as possible in the spirit of this policy, and consulting CWTS staff where relevant and appropriate.

3.1) Staffing formation

The staffing formation defines the positions within CWTS. Two types of positions are distinguished at CWTS: (1) positions that are part of the institute's regular staffing formation and are directly linked to the strategy of the institute, and (2) positions outside the regular staffing formation, such as PhD positions funded through temporary projects.

3.2) Permanent and temporary contracts

For positions within the regular staffing formation, a permanent contract is the norm. While staff members may begin with a temporary contract, good performance will lead to a permanent contract after one or two years, with the timing of this decision communicated at recruitment. The institute manager for HR monitors decision timelines and requests the line manager and the relevant focal area coordinators to provide advice to the CWTS board, which makes the formal decision about offering a permanent contract.

Positions outside the regular formation are based on temporary contracts. Permanent contracts are not possible outside the regular formation (offering a permanent contract would require a strategic decision by the CWTS board to expand the regular formation). CWTS must communicate this clearly in the recruitment stage. Unrealistic expectations about the possibility of a permanent contract must be avoided.

3.3) Professional development

CWTS is committed to actively supporting its staff members in their professional development. Professional development may focus on academic knowledge and skills as well as personal development and leadership competences. It may involve working toward a function at a higher

level, but more often it concerns deepening or broadening knowledge and skills within the current function level.

Professional development may take the form of deepening existing expertise, broadening the scope of activities (for example by taking on new tasks), or assuming new roles or responsibilities that align with the current function level). A wide range of training opportunities are available to support professional development. Check out the university's [HR staff website](#) for more information on this.

CWTS uses the GROW cycle as the context for professional reflection and development. In this cycle, a staff member provides a narrative with a reflection on their current performance, an articulation of development ambitions, and if promotion to a next function level is desired, a plan for developing the competences needed at that level. This narrative provides the material for a dialogue between the staff member and their line manager about the staff member's professional development.

3.4) Promotion R4-R1 and PM4-PM1

Promotion is possible only for positions within the regular formation. Positions outside the regular formation, which are externally funded and temporary, are normally tied to a fixed function level (R3 for postdoctoral researchers, for example). These positions typically do not allow for promotion because the nature of temporary project-based work does not normally entail substantial changes in responsibilities and because external funding rarely accommodates staff promotions.

Within the regular formation, promotion in the research career line (from R4 to R1) and the project management career line (PM4 to PM1) follows the career principle: a staff member can be promoted if they meet the criteria for the relevant function. Financial sustainability is a boundary condition for promotion in both career lines. Because promotion according to the career principle is tied to individual performance rather than competition for a single position, there is no open recruitment process.

Promotion to a higher function level requires the following conditions to be met:

- 1) The staff member performs well at the current function level.
- 2) The staff member is willing to invest in developing the knowledge and skills required at the higher function level.
- 3) The staff member is able to demonstrate that this development trajectory is plausible and realistic.

The function profiles presented in Section 2 provide the reference framework for expectations at each function level.

Promotion guides for the research and project management career lines (version 18 May 2026 [here](#)) support staff in preparing well-founded promotion requests by helping articulate current performance, future ambitions, and readiness for the next function level.

The process to apply for promotion is as follows:

- 1) The staff member and their line manager discuss a promotion request. The staff member prepares a request using the promotion guide for the relevant career line. The request combines a self-reflection with a concrete development plan outlining the steps, investments and support needed to credibly grow into a higher function level.
- 2) The staff member or their line manager submits the promotion request to the institute manager for HR. The institute manager for HR checks whether the request has been prepared correctly. If this turns out not to be the case, the institute manager for HR sends the request back to the staff member or their line manager. The institute manager for finance reviews the request in light of the financial sustainability of CWTS. If there are financial concerns, the request is sent to the CWTS board for further discussion.
- 3) A promotion committee assesses the promotion request and provides advice to the CWTS board. This committee is chaired by a member of the board and includes a coordinator of each focal area. The institute manager for HR acts as secretary of the committee. Members of the committee are appointed by the board, typically for a period of two years. If a committee member submits a promotion request themselves, an ad hoc arrangement is made to guarantee a fair assessment. The committee ensures consistent institute-wide evaluation of promotion requests. Relevant faculty and university policies are followed.
- 4) The CWTS board, supported by the institute managers for HR and finance, evaluates the advice provided by the promotion committee, makes a decision, and communicates the decision.
- 5) In the case of a positive decision, the institute manager for HR takes care of implementing the decision.

3.5) Recruitment R4-R1 and PM4-PM1

Decisions on recruitment are grounded in the distinction between positions within and outside the regular staffing formation of CWTS. Recruitment for positions within the regular formation occurs when a staff member leaves the institute or when a strategic decision is made to extend the regular formation. Recruitment for positions outside the regular formation typically occurs when an externally funded project is acquired, and there is insufficient capacity within the

regular formation to carry out the project. Positions outside the regular formation are explicitly advertised as temporary project-bound positions without prospects of permanence or promotion. The norm is that recruitment is open, for both internal and external candidates. Exceptions need to be approved by the board, taking into account the strategic balance between bringing in fresh perspectives in the institute and benefiting from accumulated expertise.

For R4 to R1 and PM4 to PM1 positions within the regular formation, the process for recruitment is as follows:

- 1) The CWTS board decides to start a recruitment process and requests the institute manager for HR to coordinate this process and to ensure the process follows the relevant policies and procedures.
- 2) The institute manager for HR invites the future line manager and the coordinators of the relevant focal area(s) to prepare a vacancy in line with the relevant function profile and to propose a selection committee.
- 3) The institute manager for HR sends the vacancy to the CWTS board for approval. Upon approval, the vacancy is entered in the BAS InSite system for approval by the faculty.
- 4) Upon approval by the faculty, the CWTS board appoints a selection committee, ensuring a diverse composition of the committee. The committee is chaired by the future line manager. It must include a coordinator of the relevant focal area(s) and a member of the board. The institute manager for HR acts as secretary of the committee.
- 5) The selection committee assesses candidates against the vacancy and the relevant function profile, also taking into consideration the importance of diversity in staff composition.
- 6) If the selection committee reaches agreement on a preferred candidate, the chair of the committee makes a job offer to this candidate. The institute manager for HR takes care of arranging a contract. If the selection committee does not reach agreement, the committee informs the CWTS board, which decides on next steps.

For temporary R4 to R1 and PM4 to PM1 positions outside the regular formation, the process for recruitment is as follows:

- 1) The Director of Projects, acting on behalf of the CWTS board, requests the institute manager for HR to coordinate the recruitment process and to ensure it follows the relevant policies and procedures.
- 2) The institute manager for HR invites the future line manager to prepare a vacancy in line with the relevant function profile and to propose a selection committee. The future line manager consults the coordinators of the relevant focal area(s) in this process.

- 3) The institute manager for HR sends the vacancy to the Director of Projects for approval. Upon approval, the vacancy is entered in the BAS InSite system for approval by the faculty.
- 4) Upon approval by the faculty, the Director of Projects appoints a selection committee, ensuring a diverse composition of the committee. The committee is chaired by the future line manager. It must include a coordinator of the relevant focal area(s). The institute manager for HR acts as secretary of the committee.
- 5) The selection committee assesses candidates against the vacancy and the relevant function profile, also taking into consideration the importance of diversity in staff composition.
- 6) If the selection committee reaches agreement on a preferred candidate, the chair of the committee makes a job offer to this candidate. The institute manager for HR takes care of arranging a contract. If the selection committee does not reach agreement, the committee informs the Director of Projects, who decides on next steps.

3.6) Professorships

Professorships follow the strategy principle. CWTS has professorship chairs based on its strategic needs. Vacant chairs are filled through a recruitment process. Normally, the recruitment process is open for both internal and external candidates. If recruiting an external candidate is not possible for financial reasons, the recruitment process is open only for internal candidates. Because professorships follow the strategy principle, not the career principle, R1 staff members can be promoted to professor only if there is a vacant chair and if they are selected in the recruitment process for the chair. As such, promotion to professor differs from promotion at lower levels in the research career line (R4 to R1).

Establishing professorship chairs and recruiting professors follows the relevant faculty and university policies, in particular the university's Policy on Professorial Appointments. To establish a professorship chair, the CWTS board, in consultation with the coordinators council, prepares a proposal. This proposal needs to be approved by the faculty and the university.

CWTS does not anticipate the appointment of professors at the level of Professor 1. In principle, professors at CWTS are appointed at the level of Professor 2.

3.7) Professorships by special appointment

In addition to regular professorships within the staffing formation, CWTS may host professors by special appointment. Professors by special appointment are employed by an external organization while their appointment as professor is governed by Leiden University regulations. They do not have an employment contract with Leiden University, are appointed for a fixed period, typically one day per week, and are not part of the regular formation of CWTS. Since

professors by special appointment are employed by an external organization, they do not constitute a promotion route from R1 to professor.

Special professorship chairs serve as strategic means to strengthen specific parts of the CWTS knowledge agenda, where this adds expertise, networks or capacities that are not structurally available within the regular formation. CWTS establishes a special professorship chair only if it contributes to the CWTS knowledge agenda, safeguards academic independence, and meets the financial conditions set by the university, including coverage of the salary of the professor by an external organization. The establishment and appointment procedure follows the university's Policy on Professorial Appointments. A proposal for establishing a special professorship chair is prepared by the coordinators of the relevant focal area(s) in consultation with the coordinators council. The proposal needs to be approved by the CWTS board and subsequently by the faculty and the university.

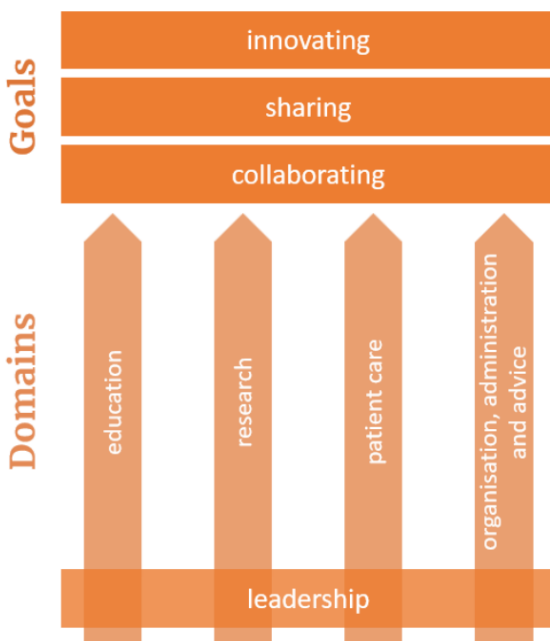
A) Appendix

A.1) Academia in Motion

[Academia in Motion \(AiM\)](#) is a university-wide program that supports the transition towards an open and collaborative knowledge community. It brings together initiatives in Open Science and Recognition & Rewards, aiming to better acknowledge diverse academic contributions and strengthen connections between academia and society.

The values of AiM are:

- We are transparent about how our knowledge is generated, in the dissemination of knowledge, and in how we value our staff.
- In line with the needs (and strategic goals) of the team, we promote balance in career paths and appropriate evaluation.
- Societal relevance is an integral part of the work within the four domains at Leiden University.
- Leadership (personal and connecting) is a core competence in all domains and for all employees.
- In each domain, we value quality over quantity, based on indicators linked to the three objectives in the AiM framework.



A.2) University Job Classification System (UFO)

The [University Job Classification System \(UFO\)](#) is the framework used by Dutch universities to define and classify all staff positions. It assigns each role a job profile and corresponding level, based on the nature of the work and responsibilities, providing a consistent basis for career structure, evaluation, and salary scales.

Ranking criteria Researcher

Ranking criteria Researcher

Function level	Researcher 1	Researcher 2	Researcher 3	Researcher 4
Ranking criteria				
Conducting research	Conducts independent research in a broad or specialist field of research, for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world. Supervises academic staff as regards the content of their research	Conducts independent research in a broad or specialist field of research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world.	Conducts independent research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world.	Conducts research under supervision, based on a previously defined and approved research proposal for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world.
Co-ordinating research	Co-ordinates and bears responsibility for developing a research programme.	Co-ordinates and bears responsibility for developing cohesive research projects that form an important part of a research programme.	Defines and structures own research.	Not applicable
Contract research	Initiate, obtain and give account of 2nd (indirect) and 3rd (contract) flow of funds for both own research and that of other people.	Initiate, obtain and give account of 2nd (indirect) and 3rd (contract) flow of funds for both own research and that of other people.	Contributes to the acquisition of 2nd (indirect) and 3rd (contract) flow of funds for both own research and that of other people.	Not applicable
Organisation	Chairs working groups, committees or project teams within the department. Contributes to administrative and coordinating tasks and also to mentoring personnel within the capacity group. Contributes to an open, safe and inclusive working environment. Provides leadership to a collaboration venture in the area of research with external parties from society, government or the business community.	Takes part in working groups, committees or project teams within the department. Contributes to administrative and coordinating tasks and also to mentoring personnel within the capacity group. Contributes to an open, safe and inclusive working environment.	Not applicable	Not applicable

Ranking Rules Research:

Researcher 4 applies if all criteria described under Researcher 4 are met.

Researcher 3 applies if all criteria described under Researcher 3 are met.

Researcher 2 applies if at least 3 out of the 4 criteria described under Researcher 2 are met.

Researcher 1 applies if all criteria described under Researcher 1 are met.

Ranking criteria Professor

Ranking criteria Professor/ Full Professor (E-A)

Function level	Professor/ Full Professor (E-A) 1	Professor/ Full Professor (E-A) 2
Ranking criteria		
Teaching	<p>Propagates a clear and appealing vision of teaching and educational development, focused on the renewal of the faculty's curriculum and on making the best of the educational achievement rate.</p> <p>National and international authority serving to position the institution, demonstrated by:</p> <ul style="list-style-type: none"> - faculty and cross-faculty programme in the area of educational reform or innovation - major role in national committee of the discipline - acting as invited speaker during national and international conferences in the field of the discipline's teaching methods - acting as curriculum reviewer at other universities, including internationally 	<p>Responsible for the quality of teaching under own professorship.</p> <p>Makes strategic proposals and implements the faculty's educational policy.</p>
Research	<p>Translates developments in the research field into international research programmes.</p> <p>National and international authority in one's own research field, which gives the institute its position, demonstrated by:</p> <ul style="list-style-type: none"> - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals, which are regularly quoted by prominent scientists; - member of the editorial board of one of the ten most authoritative scientific journals; - pioneering research results in connection with prominent research; - acting as keynote speaker at seminars where the state of the art in the research field is established. 	<p>Translates developments in the research field into national research programmes.</p> <p>Authority in own field of research, with which the faculty positions itself, demonstrated by:</p> <ul style="list-style-type: none"> - relevance and visibility of one's own research for the benefit of academic and scientific advancement, society and - where possible - the government and the corporate world; - academic publications in authoritative scientific journals; - member of the editorial board of scientific journals; - research results in connection with prominent research; - acting as speaker at seminars.
Organisation	<p>Manages a professorial chair, department or institute with > 10 FTE academic staff.</p> <p>Chairs national or international committees or working groups, with which the institution positions itself.</p>	<p>Manages a professorial chair, department or institute with < 10 FTE academic staff.</p> <p>Chairs or takes part in committees or working groups, focussing on the management of the faculty or institute.</p>

Ranking Rules Professor/Full Professor (E-A)

Professor/Full Professor (A-E) 2 applies if all criteria described for Professor/Full Professor (A-E) 2 are met

Professor/Full Professor (A-E) 1 applies if the criterion 'Research' is met or if the criteria 'Teaching' and 'Organization' as described for Professor/Full Professor (A-E) 1 are met

Ranking criteria Project Manager

Ranking criteria Project Manager

Function level	Project Manager 1	Project Manager 2	Project Manager 3	Project Manager 4
Ranking criteria				
Project definition and nature of the project	<p>There is no framework available for project goals and definitions or schedules of requirements</p> <p>Integration of many profoundly differing complex and sensitive projects with a direct impact on persons and organisations not affiliated with the Institution.</p>	<p>There are global frameworks available for project goals and definitions or schedules of requirements.</p> <p>Integration of differing complex projects.</p>	<p>There are existing frameworks available for project goals and definitions or schedules of requirements.</p> <p>Promotion of the similarities between differing complex projects.</p>	<p>Project goals and definitions and a schedule of requirements have already been defined at global level.</p> <p>Projects that have no connection to other projects.</p>
Collaboration with other parties	<p>Large number of internal and external parties on whom it is essential to actively exercise influence.</p>	<p>Large number of internal and external parties.</p>	<p>Participate in various forms of consultation and collaboration with internal and external parties.</p>	<p>Participate in various forms of consultation and collaboration with internal and external parties.</p>
Innovation	<p>Projects whose nature is strongly innovative.</p>	<p>Projects whose nature is strongly innovative.</p>	<p>Projects whose nature is innovative.</p>	<p>Projects whose nature is innovative.</p>
Impact of the project	<p>Of overriding importance to the strategic and long-term functioning of the Institution as a whole or its essential components.</p>	<p>Of overriding importance to the strategic and long-term functioning of the Institution as a whole or its essential components.</p>	<p>Impact on the long-term functioning of multiple, differing working processes or substantial organisational unit.</p>	<p>Impact on the mid to long-term functioning of one independent working process or medium-sized organisational unit.</p>
Scope of the projects	<p>Very large projects</p>	<p>Large projects</p>	<p>Many small projects or one large project</p>	<p>Several small projects</p>

Ranking Rules Project Manager

Project Manager 4 applies if at least all criteria described for Project Manager 4 are met

Project Manager 3 applies if at least all criteria described for Project Manager 3 are met

Project Manager 2 applies if at least 4 out of 5 criteria described for Project Manager 2 are met
Project Manager 1 applies if at least all criteria described for Project Manager 1 are met

A.3) Guidelines for the appointment of academic staff, Leiden University, June 26, 2018

[This document](#) published in 2015 and revised in 2018 outlines Leiden University's policy and procedures for the appointment and career progression of academic staff. It defines the different academic roles, associated expectations, and criteria for evaluation, including research, teaching, leadership, and impact. Its general principles are:

A. Combination of teaching and research

Academic staff with tenure engage in both research and teaching. Academic staff who (mainly) engage in just one of these core tasks (researchers/postdocs, teachers) will usually have a temporary appointment.

A faculty must have the Executive Board's consent to offer tenured appointments to staff who are mainly responsible for just one core task (e.g. teachers). If necessary, a faculty can also make a reasoned request for consent for a specific category of staff.

B. PhD as the basis for an academic career

Academic staff members have a PhD. Faculties can diverge from this principle to a limited extent in the case of temporary teachers. Other exceptions will require the Executive Board's permission on an individual basis.

C. Competitive selection and experience requirements

The basic principle is that vacancies for academic positions will be filled on the basis of an open recruitment and selection procedure. Vacancies must be advertised at least on the University website and optionally also via other internal and external channels.

Faculties can diverge from this principle in the case of temporary positions for PhD candidates, teachers and researchers/postdocs. University lecturers must always be appointed on the basis of an open procedure, unless a candidate has been awarded a personal grant from the Netherlands Organisation for Scientific Research (NWO) or from the EU (ERC grant).

The principle of open recruitment also applies for senior university lecturer and professor positions, with the proviso that

- open recruitment is not required for appointments that arise from a tenure track appointment or a similar career development agreement, nor in other individual cases where the Executive Board has given prior permission for a 'fast-track procedure' for the appointment of a professor;
- open recruitment is not required in the case of internal promotion of a university lecturer to the position of senior university lecturer.

When an individual is appointed to an academic position, the requirements of the position must be fulfilled (within the framework of the University Job Classification (UFO) profile, University guidelines and Faculty guidelines). A basic principle for tenured appointment is that experience must also have been gained outside of Leiden University. This can be either academic experience in another university, or practical experience outside the academic world.

D. Recruitment and Selection Procedures

Recruitment and selection are subject to the Leiden University Regulations on Filling of Vacancies.

E. P&D Interviews (R&O)

All staff members have a Performance and Development Interview at least once a year, in accordance with the Leiden University Regulations on Performance and Development Interviews.

F. Teaching Qualifications

All university staff members with a teaching role must have one or more teaching qualifications.

G. Gender Diversity

Our aim is to encourage gender diversity up to the highest levels of the University, therefore we always try to ensure that the gender representation within a job group (such as senior university lecturers) is a reflection of the job group below (in this case, university lecturers). Faculties must take account of this in their recruitment and selection procedures.

H. Staff Planning and Fleet Review (“Vlootschouw”)

Faculties conduct an annual review of their staff (‘fleet review’), to analyse the composition of their academic staff in terms of both quantity and quality, partly in the light of desired strategic developments.

The fleet review will, where necessary, result in promotions (within or outside of the University), development tracks or initiation of proposals for personal grants. The budget will include a summary of the desired future development in the numbers of jobs, broken down into job categories and types of appointment (tenured/temporary), together with an explanation.